PRINCE EDWARD ISLAND

No. 5

PAY EQUITY

PAY EQUITY BUREAU

A Report Covering the Period October 1, 1990 to March 31, 1991.

Faye Martin Birt
Commissioner of Pay Equity

92-06014/

The Honourable Marion L. Reid
Lieutenant Governor of the
Province of Prince Edward Island

May It Please Your Honour:

I have the honour to submit the fifth report of the Pay Equity Bureau for the operating period October 1, 1990, to March 31, 1991.

I have the honour to be, Madam,

Your Obedient Servant,

Roberta Hubley
Minister of Labour

March 31, 1991.

To The Honourable Roberta Hubley
Minister of Labour
Province of Prince Edward Island
Charlottetown, PEI

Madam;

It is with distinct privilege that I submit to you the fifth report of the Pay Equity Bureau for the six month operating period of October 1, 1990, to March 31, 1991.

Respectfully,

Faye Martin Birt

Faye Martin Birt
Commissioner of Pay Equity

I. INTRODUCTION

This is the fifth in a series of semi-annual reports to the Minister of Labour on progress towards the achievement of pay equity in the Prince Edward Island public sector. The first four reports have described the various processes followed and achievements reached by the parties affected by the Pay Equity Act during the planning, analysis and negotiation periods set out by the legislation. This report will provide some of the results of pay equity implementation; it will illustrate wage inequities identified in the P.E.I. Civil Service and three crown agencies and will show how these inequities are being corrected. The report will also outline the progress being made towards similar goals in the remainder of the public sector.

The main objective of the Pay Equity Act proclaimed on October 1, 1988, is "to achieve pay equity by redressing systemic gender discrimination in wages paid for work performed by employees in female-dominated classes and to maintain pay equity in the public sector." Pay equity legislation is based upon the principle that wages should reflect the value of the work performed, regardless of the gender of the worker. It provides a remedy for pay inequities that are the result of the undervaluation of women's work. The Pay Equity Act has established a four-stage process and a timetable for the implementation of pay equity. Public sector employers covered by the Act are required to systematically analyze and evaluate jobs predominantly performed by women and by men. The male and female-dominant jobs are then compared in terms of relative value of the work performed and the wages paid for the work. This process is to be conducted jointly with recognized bargaining agents and representatives of employees who are excluded from the recognized bargaining units. If this analysis reveals gender based wage inequities in the organization's compensation practices, wage adjustments are implemented to correct these instances. The Act also requires employers to maintain pay equity once it has been achieved.

There are specific tasks to be completed in each of the four stages outlined in the Act. During Stage I (9 months) agreement must be reached on a gender-neutral job evaluation plan and on the male-dominant (60%) and female-dominant (60%) classes in the

establishment to which the plan will be applied. During Stage II (12 months) the work performed by each of the job classes is evaluated, wage inequities are identified and the parties agree on the total amount of pay equity adjustments due to each employee group. In Stage III (3 months) the parties negotiate the allocation and implementation of pay equity wage adjustments among female job classes where inequities have been found. Stage IV is the final period during which the employer makes wage adjustments at the rate of 1% of the total payroll each year, until pay equity has been achieved. These wage adjustments must begin no later than twenty-four months after the beginning of Stage I. At the end of Stages I, II and III, the parties are required to file copies of the negotiated agreements with the Commissioner of Pay Equity. The Act also designates two groups of public sector employers with two different time frames from the beginning of Stage I to the completion of Stage III and the start of wage adjustments. For the Government and crown agencies, this time period was from January 1, 1989 to December 31, 1990, with wage adjustments beginning on January 1, 1991; for the remaining public sector employers, Stages I through III cover the period from January 1, 1990 to December 31, 1991, and wage adjustments begin on January 1, 1992. (The chart in Appendix A illustrates the various stages and time periods described above and the relevant sections of the Act.)

The following two sections will report on: (1) progress towards pay equity implementation and results achieved and (2) the mandate, role and activities of the Pay Equity Bureau.

II. PROGRESS REPORT - PAY EQUITY IMPLEMENTATION

The Government and Crown Agencies

The following public sector establishments began the pay equity process on January 1, 1989:

- The Government of Prince Edward Island (departments, boards and agencies within the civil service)

- Georgetown Shipyard Inc.

- The P.E.I. Grain Elevators Corporation

- The P.E.I. Development Agency

As stated in previous reports, all of these organizations had established pay equity joint committees made up of representatives from the employer, from unions and from non-unionized employees. By September 30, 1990, the joint committee in each establishment had completed the job evaluations required in Stage II of pay equity implementation. The committee in each of the four establishments decided to combine the remaining tasks in Stage II -- the identification of wage inequities in female-dominant job classes, and calculating the cost of correcting these inequities -- with the task required in Stage III, the development of a plan for the yearly allocation and implementation of pay equity wage adjustments. All tasks were completed, and all four establishments successfully negotiated their final pay equity agreements which were filed with the Commissioner of Pay Equity, as required by the Act. Appendix B lists the female-dominant job classes in the four organizations which received wage adjustments, the amount of the adjustment for each class and the length of time required to achieve pay equity in each. A summary of the pay equity results in the Civil Service and the three crown agencies follows:

Civil Service

The Pay Equity Act requires that the wage rate for female-dominant job classes be compared to the "average or projected average" wage rate of male-dominant classes performing work of equal or comparable value. It is necessary to determine the overall pay practice for male classes (the relationship between job values, as measured by the job evaluation system used, and wages paid for the jobs) and to adjust upward the wages of female-dominated classes which are paid below the average male pay practice. When this analysis was conducted in the PEI Civil Service, it was determined that 103 of the 150

female-dominated classes were eligible for wage adjustments, to begin on January 1, 1991. A majority of the jobs found to be undervalued (as shown in Appendix B) were in the clerical/administrative support category or in the health and social services fields of work. Of the approximately 1934 employees affected, 90% were women and 10% men. The total cost of pay equity wage adjustments was 4.9% of the civil service payroll or $5,965,880. The average increase was $3,085. Since the Act specifies that pay equity wage adjustments are not to exceed 1% of the previous year's payroll, these adjustments will be implemented over a five-year period. It has been estimated that the average annual salary of female employees in the Civil Service will be 89.6% of the full-time average male salary when adjustments are complete. This represents a significant reduction of the "wage gap" between men and women, from 20.9% in 1989 to 10.4% when pay equity is achieved.

Georgetown Shipyard Inc.

In Georgetown Shipyard, where the workforce is predominantly male, four female-dominated job classes were identified. All of these were clerical/secretarial positions. When the jobs were evaluated and comparisons made with the male-dominant classes in the organization, it was found that all four were eligible for wage adjustments. The average increase was $5,913 on annual salary and, since the total cost ($23,650.) was less that 2% of the annual payroll, pay equity adjustments at Georgetown Shipyard will be completed after two years.

PEI Grain Elevators Corporation

In the Grain Elevators Corporation, two of the three female-dominant classes received pay equity wage adjustments. The total cost of wage adjustments for the two employees affected was $5,276 or an average of $2,638 per employee. The two employees performed clerical and administrative support types of work. Again, the total cost was less than 2% of payroll and the adjustments will be completed in two years.

PEI Development Agency

The pay equity analysis at the PEI Development Agency revealed that all of the seven female-dominant classes were eligible for wage adjustments. Nine employees in these classes (all women, in clerical and administrative support positions) received an average of $2,352 each in wage adjustments. As in the two other crown agencies, the total cost of wage adjustments ($21,172.) was less than 2% of payroll and adjustments will be implemented over a two-year period.

The following table summarizes the information reported above:

PAY EQUITY WAGE ADJUSTMENTS - P.E.I. CIVIL SERVICE AND CROWN AGENCIES

EMPLOYER	TOTAL AMOUNT OF WAGE ADJUST-MENTS	AVERAGE WAGE ADJUSTMENT	NUMBER OF EMPLOYEES RECEIVING WAGE ADJUSTMENTS	NUMBER OF YEARS REQUIRED TO IMPLEMENT WAGE ADJUSTMENTS
PEI CIVIL SERVICE	5,965,880	3,085	1,934	5
GEORGETOWN SHIPYARD	23,650	5,913	4	2
PEI GRAIN ELEVATORS CORP.	5,276	2,638	2	2
PEI DEVELOPMENT AGENCY	21,172	2,352	9	2

The Food Technology Centre

The Food Technology Centre, a subsidiary of the PEI Development Agency, completed Stage I of pay equity negotiations in September of 1990. Following this the joint pay equity committee evaluated a number of selected positions with the consultant acting as facilitator. The remaining positions were then evaluated by the consultant. The committee later reviewed all evaluations and approved the final results. At the time of reporting the Food Technology Centre was nearing completion of the Stage II and Stage III agreements. Because this organization is considered a crown agency under the Pay Equity Act, wage adjustments must be retroactive to January 1, 1991.

The Broader Public Sector

The "broader public sector", which began pay equity negotiations in January of 1990, consists of the following employers:

- The University of Prince Edward Island
- Holland College
- general hospitals and P.E.I. School of Nursing
- regional school boards
- county addiction services organizations
- licensed, non-government nursing homes
- Charlottetown Area Development Corporation
- Summerside Regional Development Corporation.

Three groups of employers in the above list - the five regional school boards, the seven general hospitals and the school of nursing and the three county addiction services - each conduct collective bargaining on a province-wide basis. The Act requires such groups to negotiate pay equity in the same manner. Therefore, each of the three groups is treated as one establishment for pay equity purposes.

At the time of the previous report (September 30, 1990.) the broader public sector had reached the end of Stage I of pay equity implementation. That is, the various joint pay equity committees had identified the job classes that were gender-dominant (at least 60% male or 60% female) and, where both female and male-dominant classes were present, the committees had selected a job evaluation plan which would be used to evaluate the work performed in these classes. Because of delays encountered during Stage I, the pay equity steering committee for the school boards had not selected a job evaluation system by September 30. When this task was completed the parties filed an additional agreement with the Commissioner of Pay Equity indicating that Stage I of implementation was completed.

The first major task in Stage II was to collect detailed information on representative jobs from each class. The committees in all organizations agreed to obtain job information by requesting employees to complete a questionnaire providing details of the skill, effort, responsibility and working conditions associated with their work. This information was supplemented by interviews, and observations, where necessary. There was some variation in the approach to the task of job evaluation. In the five largest establishments - the hospitals, the school boards, the addiction services organizations, the University of PEI, and Holland College - job evaluation committees, with representatives from management, unions and other employee groups were formed to conduct the process. At the time of reporting, the job evaluations were completed at the University and at Holland College. The pay equity steering committees for the hospitals and school boards decided to conduct a pilot study in order to pretest the job evaluation system being used. This pilot study had been completed in the hospitals and job evaluations for the main project were under way by March 31st; in the school boards, the pilot study was in process and job

evaluations for this preliminary study were scheduled to begin in early April. (The pay equity process in the school boards has experienced delays for reasons noted in the previous report.) The job evaluation exercise has in all five establishments, been facilitated by the consulting firm selected by the joint committee. In the two Development Corporations the pay equity committees agreed to have the consulting firm evaluate the representative jobs. By March 31 both had obtained the necessary job information from employees and the evaluations were proceeding; review and approval of the evaluations was to be by the joint committees. One nursing home had also chosen a similar approach. In the two remaining nursing homes (where it was necessary to evaluate and compare male and female-dominant jobs) all or a portion of the job evaluations were done by the joint committee; one committee elected to have the committee do some evaluations and the consultant do the remainder.

The Pay Equity Act also requires that the parties complete the following tasks by the end of Stage II:

- Identify and agree on the inequities between male-dominated and female-dominated classes of equal or comparable value and determine the total amount of pay equity adjustments to be made;

- Agree on the share of the total pay equity adjustments to be allocated to each employee group or bargaining unit.

Since there were six months remaining in Stage II at the time of reporting, it was anticipated that, in most organizations, the necessary agreements will be completed on schedule and filed with the Commissioner of Pay Equity.

III. THE PAY EQUITY BUREAU

Mandate and Structure

The Pay Equity Bureau located in the Department of Labour, is the agency responsible for administering the Pay Equity Act. The legislation sets out a number of educational, assisting, monitoring, regulatory and reporting duties to be performed by the Bureau. These include:

- Providing information to any person concerned with pay equity.
- Providing assistance to public sector employers, employees and the appropriate bargaining agents in the implementation of pay equity.
- Preparing and disseminating educational material relating to pay equity.
- Monitoring the progress of public sector employers in the implementation of pay equity.
- Initiating and overseeing pay equity negotiations required to be undertaken by the public sector employer and the appropriate bargaining agents.
- Reporting to the Minister of Labour, at least every six months, on the progress of pay equity implementation.
- Preparing and maintaining statistics relating to pay equity.
- Receiving and processing complaints regarding compliance with the Act.
- Performing such other duties as the Minister may determine.

The Pay Equity Bureau staff, appointed under the Civil Service Act, consists of four full-time positions:

Commissioner of Pay Equity - Faye M. Martin
Pay Equity Officer - Glenda Rodd
Pay Equity Officer - Frances Piercey
Secretary - Dawn Cahill

The Commissioner of Pay Equity, as chief administrator of the Bureau, is responsible for ensuring compliance with the Act. In order for the Bureau to carry out its functions, the Commissioner and the pay equity officers may summon witnesses, require the production of documents, administer oaths, have access to places of employment and issue orders and directions when necessary.

The Pay Equity Act was designed to enable public sector employers and employee representatives to achieve pay equity through a process of negotiations focused on problem solving and consensus building. The intent of the legislation is that, wherever possible, the implementation process will remain in the hands of the parties themselves. Respect for this principle has been an important objective of the Pay Equity Bureau in performing its monitoring, assisting, educational, regulatory and other duties.

Monitoring/Assisting Activities

During the reporting period (October 1, 1990 to March 31, 1991.) the Pay Equity Bureau continued to monitor the pay equity implementation process in the public sector establishments under the jurisdiction of the Act. The parties negotiating pay equity in the broader public sector were required to complete Stage I of the process by September 30 and to file copies of the necessary agreements with the Commissioner of Pay Equity. These agreements were reviewed by the Commissioner and the Pay Equity Officers and the parties were contacted in cases where the document needed clarification or possible amendment, or, in one instance, where a copy of the job evaluation plan was not filed along with the agreement. The Stage II and Stage III agreements filed with the Bureau by the joint committees in the Civil Service and crown agencies were also reviewed and were all found to be complete. The Commissioner of Pay Equity met with the Board of Directors in one crown agency, at the Board's request, to discuss the pay equity agreement and the obligations it placed on the agency.

The Pay Equity Officers attended negotiation and job evaluation sessions in the broader public sector and at the Food Technology Centre, providing assistance when required and appropriate to do so. The monitoring/assisting process also required frequent telephone contacts and occasional meetings with individual parties.

During job evaluation sessions, the Pay Equity Officer had an additional task - acquiring a thorough knowledge of each job evaluation plan being used and becoming proficient in its application. This was achieved by receiving training in the job evaluation plan and by applying the plan, along with committee members, to the job classes in the organization. (Pay Equity Officers did not, however, participate in the discussion/decision-making surrounding each evaluation.)

Educational Activities

The Pay Equity Bureau has continued to provide training or information sessions as needed to groups or individuals on joint pay equity committees: public sector employers or their representatives, unions or other employee representatives and larger employee groups. During the reporting period, educational sessions were conducted for employees in all of the general hospitals. In addition the Bureau assisted with the production of a video on pay equity which was shown to hospital employees. Bureau staff also continued to give presentations on pay equity to outside groups when requested, and to respond to inquiries on pay equity from various sources. An ongoing information exchange occurs with pay equity practitioners in other Canadian jurisdictions. A third booklet in the Bureau's technical series, entitled Job Analysis was produced during the reporting period and distributed among the public sector pay equity committees. These booklets, Bureau pamphlets and reports and a video produced in 1989 are requested by and supplied to organizations and individuals on a regular basis.

The Atlantic Regional Conference on Pay Equity

The Commissioner and the Pay Equity Officers participated in the Atlantic Regional Conference on Pay Equity, held in St. John's, Newfoundland in October 1990. Participants in this event were pay equity practitioners in the public sector in the four Atlantic provinces. A major focus of the conference was a workshop (presented by Labour Canada, Equal Pay Division) on statistical methods used in identifying wage inequities and calculating wage adjustments for pay equity.

IV. CONCLUSION

In the four previous reports from the Pay Equity Bureau to the Minister of Labour, the description of pay equity activity in the public sector included the establishment of negotiation committees, training in pay equity concepts and procedures, identifying gender dominant job classes and selecting and applying job evaluation plans. It has been noted that the objective of all these activities was the identification and correction of gender-based wage inequities. This fifth report shows some of the results of all the negotiation processes and the considerable work that has been carried out by the joint pay equity committees. Wage inequities were identified in all four organizations that had completed their pay equity analyses - the provincial civil service and three crown agencies outside the civil service. These four establishments are now in Stage IV of the pay equity implementation - the phasing in of the wage adjustments required to correct pay inequities. Once this stage is completed, public sector employers are required to maintain pay equity. That is, their wage and salary administration practices must continue to be based on the relative values of the work performed, irrespective of the gender of employees doing the work.

The remaining public sector establishments were in the most work-intensive phase of pay equity implementation at the time of writing. The pay equity analyses in these 'broader public sector' organizations are to be completed at the end of 1991.

PAY EQUITY ACT

Implementation Stages of Pay Equity

CIVIL SERVICE

Date of Proclamation of the Pay Equity Act ✓	Section 14 (1)(a)(I)(II)	Section 14 (1)(a)(I)(II)	Sec. 14 2)(a)(b	Sec. 14(3) & Sec 10 ⟶
3 Months	9 Months	12 Months	3 Months	1-2-3-4-5 Years ⟶ *
	STAGE I	STAGE II	STAGE III	STAGE IV

PUBLIC SECTOR EMPLOYEES OUTSIDE THE CIVIL SERVICE

	Section 14 (1)(a)(I)(II)	Section 14 (1)(b)(c)(I)(II)	Sec. 14(2) (a)(b)	Section 14(3) & Section 10 ⟶
15 Months	9 Months	12 Months	3 Months	1-2-3-4-5 Years ⟶ *
	STAGE I	STAGE II	STAGE III	STAGE IV

* NOTE: The number of years it takes to achieve Pay Equity is determined via the negotiating process and is impacted upon by Section 10.

APPENDIX A

APPENDIX B

PAY EQUITY ADJUSTMENTS - FEMALE DOMINATED JOB CLASSES

JOB CLASS	PRE-PAY EQUITY SALARY (Maximum) 1990	PAY EQUITY SALARY ADJUSTMENT*	POST-PAY EQUITY SALARY(Maximum) 1990 Dollars**
PEI CIVIL SERVICE:			
Administrative Assistant	29,150	2,285	31,435
Administrative Officer 1	33,060	1,785	34,845
Administrative Trainee	26,190	2,435	28,625
Agricultural Officer Trainee	31,025	2,320	33,345
Child Development Worker 1	26,255	3,445	29,700
Child Development Worker 2	30,380	4,525	34,905
Clerk 1	19,605	2,040	21,645
Clerk 2	20,575	2,475	23,050
Clerk 3	22,605	3,075	25,680
Clerk 4	24,155	2,980	27,135
Clerk 5	25,695	3,105	28,800
Cook 1	20,200	3,315	23,515
Cook 2	22,010	4,625	26,635
Data Entry Operator 1	20,575	1,460	22,035
Data Entry Operator 2	23,020	1,160	24,180
Data Entry Supervisor 1	25,695	3,750	29,445
Data Entry Supervisor 2	28,155	3,710	31,865
Deeds Registrar	31,735	1,120	32,855
Dental Assistant 1	21,540	2,930	24,470
Dental Assistant 2	23,220	4,100	27,320
Dental Assistant 3	25,735	4,535	30,270
Dental Clinic Coordinator	35,180	505	35,685
Dental Hygienist 2	33,060	460	33,520
Dietitian 2	39,170	2,910	42,080

JOB CLASS	PRE-PAY EQUITY SALARY (Maximum) 1990	PAY EQUITY SALARY ADJUSTMENT*	POST-PAY EQUITY SALARY(Maximum) 1990 Dollars**
Dietitian 3	41,720	1,650	43,370
Food Service Manager	24,810	5,960	30,770
Group Home Worker 1	26,255	2,175	28,430
Group Home Worker 2	30,380	2,090	32,470
Group Home Worker 3	34,505	2,215	36,720
Handcraft Coordinator	39,970	1,390	41,360
Historical Resources Assistant	24,155	1,215	25,370
Home Care & Support Director	53,455	2,510	55,965
Home Care Manager 1	37,660	5,885	43,545
Home Care Manager 2	39,970	5,595	45,565
Home Care Manager 3	43,545	4,150	47,695
Home Care Nurse	34,480	3,645	38,125
Home Economist 1	34,505	3,385	37,890
Home Economist 2	39,170	1,135	40,305
Homemaker 1	20,770	3,530	24,300
Homemaker 2	22,415	3,735	26,150
Lab Technician	28,530	800	29,330
Lab Technologist 1	33,060	460	33,520
Lab Technologist 2	36,705	1,945	38,650
Legal Services Officer	34,505	3,810	38,315
Librarian 1	35,180	1,615	36,795
Librarian 2	39,170	2,385	41,555
Library Technician 1	20,575	1,070	21,645
Library Technician 2	22,605	445	23,050
Library Technician 3	25,260	1,875	27,135
Library Technician 4	27,445	1,855	29,300
Library Technician 5	29,240	4,290	33,535
Nurse 1	31,735	4,105	35,840
Nurse 2	34,480	3,645	38,125
Nurse 3	38,405	2,840	41,245

JOB CLASS	PRE-PAY EQUITY SALARY (Maximum) 1990	PAY EQUITY SALARY ADJUSTMENT*	POST-PAY EQUITY SALARY(Maximum) 1990 Dollars**
Nurse 4	42,690	3,875	46,565
Nurse 5	47,605	2,005	49,610
Nursing Assistant 1	21,785	5,245	27,030
Nursing Assistant 2	23,925	5,190	29,115
Nursing Assistant 3	26,355	5,585	31,940
Nursing Attendant	20,575	3,625	24,200
Nutritionist 1	31,025	4,640	35,665
Nutritionist 2	39,170	1,135	40,305
Nutritionist 3	41,720	1,650	43,370
Occupational Therapist 1	32,330	1,775	34,105
Occupational Therapist 2	39,170	2,385	41,555
Occupation Therapist 3	41,720	1,650	43,370
Occupational Therapy Worker 1	20,980	3,220	24,200
Occupational Therapy Worker 2	22,815	4,215	27,030
Occupational Therapy Worker 3	23,720	5,395	29,115
Photocomposition Operator 2	29,980	1,495	31,475
Psychometrician	33,725	2,020	35,745
Public Health Nurse 1	34,480	3,645	38,125
Public Health Nurse 2	36,825	2,955	39,780
Public Health Nurse 3	40,905	2,895	43,800
Public Health Nurse 4	42,690	3,875	46,565
Public Health Nursing Director	53,455	2,510	55,965
Regional Service Centre Administrator	35,975	1,685	37,660
Resident Care Charge	32,330	2,925	35,255
Resident Care Supervisor	42,690	3,875	46,565
Seamstress	19,235	2,150	21,385
Service Worker 1	18,845	2,540	21,385
Service Worker 3	23,020	6,325	29,345
Service Worker 4	25,045	5,725	30,770

JOB CLASS	PRE-PAY EQUITY SALARY (Maximum) 1990	PAY EQUITY SALARY ADJUSTMENT*	POST-PAY EQUITY SALARY(Maximum) 1990 Dollars**
Social Service Worker 1	26,255	2,175	28,430
Social Service Worker 2	30,380	255	30,635
Social Service Worker 3	34,505	400	34,905
Social Service Worker 4	39,170	2,385	41,555
Social Worker 1	34,505	2,680	37,185
Social Worker 2	39,170	2,385	41,555
Social Worker 3	43,545	875	44,420
Speech Therapist 1	39,170	3,615	42,785
Speech Therapist 2	45,565	1,705	47,270
SY1	19,605	2,040	21,645
SY2	20,980	2,070	23,050
SY3	22,605	3,075	25,680
SY4	24,155	2,980	27,135
SY5	25,695	3,105	28,800
Tourism Officer 1	31,025	450	31,475
Visiting Homemaker Supervisor 1	30,380	2,090	32,470
Visiting Homemaker Supervisor 2	34,505	400	34,905
Women's Division Director	47,695	510	48,205
Word Processing Operator 2	24,155	2,755	26,910
Word Processing Operator 3	25,695	2,795	28,490
GEORGETOWN SHIPYARD INC:			
Receptionist/Secretary	21,986	3,141	25,127
Payroll Clerk	18,491	5,762	24,253
Accounts Payable Clerk	17,098	7,155	24,253
Inventory Clerk	14,997	7,592	22,589

JOB CLASS	PRE-PAY EQUITY SALARY (Maximum) 1990	PAY EQUITY SALARY ADJUSTMENT*	POST-PAY EQUITY SALARY(Maximum) 1990 Dollars**
PEI GRAIN ELEVATORS CORPORATION:			
Clerk 2	21,015	2,222	23,237
Administrative Officer	33,475	3,054	36,529
PEI DEVELOPMENT AGENCY:			
Secretary 1	19,605	844	20,449
Secretary 2	20,980	1,310	22,290
Secretary 3	22,605	1,691	24,296
Secretary 4	24,155	2,328	26,483
Secretary 5	25,695	5,769	31,464
Clerk 3	23,925	2,558	26,483
Accountant	26,820	2,046	28,866

*Salary adjustments will be implemented over the following time periods:

PEI Civil Service	- 5 years
Georgetown Shipyard	- 2 years
PEI Grain Elevators Corp.	- 2 years
PEI Development Agency	- 2 years

**Adjusted salaries will be subject to any additional increments received by the employees during the phase-in period.